ECONOMIC DEVELOPMENT
DEPARTMENT

1989
ANNUAL REPORT

A. Business Development

B. Tourism & Convention Services

C. Administration

D. Supplemental Report

90-02575/

ECONOMIC DEVELOPMENT and PLANNING COMMITTEE MEMBERS 1989

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ECONOMIC DEVELOPMENT DEPARTMENT

1989 ANNUAL REPORT
Summary of Results

INDICATORS	1986	1987	1988	1989	Units
No. of New Businesses	23	33	43	61	Firms
No. of Expansions & Retentions	37	79	49	66	Firms
New Business Jobs	826	941	745	533	Jobs
Added Jobs (Existing Business)	498	713	1,267	1,356	Jobs
Total Jobs	1,328	1,654	2,012	1,889	Jobs
Industrial Land Sales	37.60	112.25	39.08	41.8	Acres
Value of Land Sales (Millions)	2.2	5.7	2.6	2.0	Dollars
Total Building Permits (Millions) [1.]	546	523	489	612	Dollars
Res. Real Estate Sales (Millions) [2.]	1,162	1,331	1,900.	2,096	Dollars
Housing Starts [3.]	1,907	3,155	2,907	3,048	Units
Total No. of Conventions	83	141	156	187	Conventions
Total No. of Delegates	53,437	76,780	60,000	65,400	Delegates
Tourism Impact (Millions)	N/A	110	100	150	Dollars
Conventions Local Revenue (Millions)	72	136	127	132	Dollars
Unemployment Rate [4.]	6.9	6.3	5.8	5.1	Percent
Canadian Bond Rating [5.]	AAA-	AAA-	AAA	AAA	Rating
Regional Assessment (Millions) [6.]	1,252	1,277	1,306	1,350	Dollars
Com/Ind. Assessment (Millions) [7.]	492	498	504	522	Dollars
Residential Assessment (Millions) [8.]	760	779	802	828	Dollars

1. Area Municipalities Building Departments, November 30, 1989.
2. Metropolitan Hamilton Real Estate Board.
3. Canadian Mortgage and Housing Corporation.
4. Hamilton CMA, Statistics Canada.
5. Canadian Bond Rating Service.
6. - 8 Department of Finance, Debenture Perspective, August 1, 1989.

A. BUSINESS DEVELOPMENT

A.1 BUSINESS RETENTION/ EXPANSION

The mission is to retain local industry and encourage expansions at existing facilities or relocation within the Greater Hamilton Region.

A.1.1 Visitations/ Newsletter/ Direct Mail

Staff made 332 visits in 1989 to discuss and respond to the concerns of members of the business community and to identify new and expanding business opportunities.

Regional Councillors have supplemented visitation efforts by also calling on local businesses.

The Department's Skyline newsletter was given a new look in 1989. Modified with a new nameplate and magazine-style layout and reflecting the "Take a Closer Look" theme, this channel of communication was greatly enhanced. The 1989 I.D.A.C. literature awards competition judged Skyline as "Best Newsletter" at its Annual Meeting.

The first quarter **SKYLINE** looked at the new General Hospital, Employee Adjustment committees, Hamilton airshow, Labatt Brier, and Tourism Awareness Week. The second quarter featured the Tiger Cats, Japanese Trade Mission, Transport Canada's Aircraft Services Ontario Region unit move to Hamilton Airport, auto parts manufacturers, local festivals and fall fairs, Cycling Races, and Pan Am and World Judo Championships. The third quarter featured the continuing development of the auto parts industry (Permalite Industries), the impact of Regional museums as preservers of the past and educators of the future, the commencement schedule of the Mountain Freeway and the major expansion at Dofasco of its new $450 million cold mill complex. The final issue reviewed a local banker's favourable remarks about doing business in this community, examined Stelco's new Z-Line technology, and looked at Winterfest, Mardi Gras and the new Regional Cancer Centre.

Staff undertook direct mail campaigns to local manufacturing firms to determine their source of raw materials and promote utilization of local suppliers. Another mail project concentrated on auto parts sector and Japanese investments in order to promote opportunities for local business interests. To further augment investment, a mass mailing to the accounting and legal professions requesting business opportunities was also undertaken.

A. BUSINESS DEVELOPMENT

A.1.2 Seminars/ Presentations

Staff held specialized seminars for various members of the local business community to explain services and support organizations affiliated with this Department. Seminars were also held in conjunction with the Ministry of Agriculture to explain Small Food Processing Program to local firms engaged in related industries. Staff also made a presentation to the Hamilton and District Construction Subcontractors Association to advise of Department services. Businessmen were invited to attend a seminar sponsored by OCAPT (Ontario Centre For Automotive Parts and Technology), which focused on cutting costs and improving technology for light manufacturers with a special emphasis on production and quality control.

Departmental representatives attended a number of local seminars and conferences, including the Department of Defense (How to bid on federal defense contracts), Social Planning Research Council (Effects of the economy and sustained growth on social and planning issues), Canada Employment Centre (Ongoing discussions on how this Department can best meet the employment needs of the business community), Free Trade (How to take advantage of this emerging opportunity), Royal Bank of Canada (discussion on the continuing and growing relationship between the Department and the financial community).

Presentations were made to various business groups, including the Mountain and Sunrise Rotary Clubs, outlining the quality of life and affordable housing in the Region.

A.1.3 Advertising

Local advertising promoted the new "Take a Closer Look"theme with two new ads: "Doorway to Opportunity" and "Home of Technology".

In 1989, the Region was marketed in the following publications:

Hamilton Spectator "Outlook'89"
McMaster Times
McMaster-AIESEC Conference Program
Better Business Bureau
Hamilton Heart and Stroke Foundation Magazine
Hamilton Industrial Exhibition "Shop Magazine"
Stoney Creek Chamber of Commerce
Flamborough Chamber of Commerce Directory
Hamilton & District Chamber of Commerce Panorama
Hamilton Report Magazine

A. BUSINESS DEVELOPMENT

A.1.4 Trade Shows

Staff participated in a number of local trade shows including the Hamilton Home Show, the Greater Hamilton Industrial Exposition and the Greater Hamilton Business Exposition. Contacts were made and followed-up with representatives of local businesses.

The Department showcased its newly renovated Trade Booth, which received excellent reviews from business visitors and exhibitors, at the Business Exposition.

A.1.5 Receptions

In January, a reception was held at the Sheraton Hotel to honour the Region as Corporation of the Month. At this time, the new Economic Development promotional video "Building on Strength" was premiered before invited guests.

The Department's Annual Business Appreciation Day was held at the Dundas Valley Golf & Country Club in June, 1989. Approximately 150 attended the event which recognized the contribution of local firms to the Region's economy.

A.1.6 Community Events

Staff attended the Hamilton and District Chamber of Commerce "Outstanding Business Achievement Awards" banquet in early May, the Annual Meeting, State of the Region Address, and Presidents' Panel.

A.1.7 Client Service

Staff had 329 inquiries from local business in 1989. A total of 111 files were completed resulting in a reported 1,724 additional jobs

A.1.8 Corporate Dislocation

Greening Donald closed the doors of its remaining operation, leaving 178 employees without work.

Chipman Chemicals reported a restructuring of its operation, which affected 30 workers.

A.2 BUSINESS DEVELOPMENT

A.2 ATTRACT EMPLOYMENT OPPORTUNITIES

The mission is to attract entrepreneurs and companies seeking new locations and to foster the establishment of new business within the Region.

A.2.1 Advertising

New advertisements (See A.1.3) highlighting the Region's low cost of corporate/business facility space and land, while emphasizing its lucrative business environment were placed in the following external publications:

National:

Financial Post Magazine
Business and Finance in Ontario
Canadian Business
Metro Toronto Business Journal
Globe and Mail Magazine

International:

Area Development (U.S.A.)
Canada Journal (Europe)
Canadian German Trade Directory (Europe)
El Ahram (Middle East)
Executive Report (U.S.A.)
Handelsblatt (Europe)
Hong Kong Chamber of Commerce (Pacific Rim)
Hong Kong Executive (Pacific Rim)
Plants, Sites, and Parks (U.S.A.)

A.2.2 Special Reports

The **Auto Parts Report** was updated, given a new cover, and translated into German and Japanese for maximum impact in those countries. The publication was distributed locally and abroad at Federal Trade Offices, trade shows and business associations.

The Region's lure brochure **Take a Closer Look** (formerly MOMENTUM) also received a new cover and German, Italian and Japanese introductory page inserts and was distributed via direct mail and trade missions.

The **Executive Summary** was updated and also given a new cover reflecting the new **Take a Closer Look** promotional theme.

A. BUSINESS DEVELOPMENT

A.2.3 Direct Mailings

After each business mission, staff followed up with a mail campaign to reinforce the Region's presence. Local products/services were presented for the consideration of identified leads.

A.2.4 Trade Seminars/ Receptions Presentations

More than 60 clients including European, Middle East, Far East trade delegations and trade consuls were escorted through the Region's industrial and commercial properties.

In addition, staff participated in the following activities:

Free Trade Agreement Seminar (Pittsburgh)
Free Trade Implications, Canadian Exporters Association (Kitchener)
Ministry of Industry, Trade and Technology Investment Seminars (Indianapolis and Forty Wayne, Indiana)
Auto Parts Industry, MITT (Detroit)
Auto Parts Industry, Financial Post Conference (Toronto)
Trends and Opportunities in the North American Automotive Aftermarket, External Affairs, International Trade Canada, Ontario MITT, Automotive Industries Association of Canada, Quebec MITT, DesRosiers Automotive Research Inc., (Toronto)
Ireland-Gateway to Europe Seminar (Kitchener)
United Kingdom--Doing business in UK (Toronto)

The Region hosted special receptions for trade delegations from the Far East, West Germany, France and Italy. Members of these delegations received information packages and tours of the Region to highlight business opportunities.

Staff made presentations to commercial couriers, TNT Skypak and Ciburd to appraise them of opportunities available within the Region for their type of business.

A.2.5 Trade Shows

Staff participated in the ICI at UDI Industrial Realtor Show held in Toronto. This two-day show, held for the first time, was attended by industrial and commercial realtors from across Southern Ontario.

Staff successfully assisted a trade delegation of entrepreneurs from the Plastic and Woodworking Association of Nordrhein-Westfalen, West Germany, which attended with financial support from their state government. A number of licensing agreements and joint venture opportunities were discussed with local businesses.

A. BUSINESS DEVELOPMENT

Department staff participated in the Hannover Fair, West Germany, one of the world's largest industrial expositions and pursued a number of entrepreneurs and investors interested in business opportunities in Canada.

In February, staff attended a special conference in Montreal dealing with Pacific Rim trade. Meetings were held with government trade officials as well as import/export businesses seeking business opportunities.

Staff attended METEC in Dusseldorf, West Germany, the world's largest trade show for metallurgical products and systems. Contacts were made with entrepreneurs interested in business opportunities in the automotive sector.

Business development staff attended the S.A.E. (society of Automotive Engineers) show in Detroit and generated several enquiries as a result of the new **Auto Parts** brochure.

Staff participated in the University Research Parks Conference, San Francisco, to augment efforts to develop a similar facility in the Region.

Regional Chairman Reg Whynott and staff attended Network '89, a trade and investment fair, where Greater Hamilton was promoted as a world class business/investment destination. Staff is following up on a number of contacts.

Staff attended Medica '89 in Dusseldorf, West Germany, the world's largest trade show for the biomedical pharmaceutical and medical devices industry. Contacts were made with entrepreneurs interested in business opportunities and locating in the life sciences business park (PARKMED) in Hamilton-Wentworth.

Department staff attended the S.I.O.R. (Society of Industrial and Office Realtors) Show held in October at the Metro Convention Centre in Toronto. A number of enquiries resulted from attendance at this one-day trade fair.

A. BUSINESS DEVELOPMENT

A.2.6 Trade Missions

Staff participated in international trade missions to West Germany, Middle East, the United States and Japan to attract new investments and technology, identify compatible investors and promote Greater Hamilton. Members of the business missions included Regional Chairman Reg Whynott, Economic Development and Planning Committee Chairman, Don Ross and members of the Economic Development Planning Committee and staff.

In February, while participating in the federally sponsored "Europe 1992" Mission, staff met with Canadian Embassy officials and Ontario Government trade representatives to discern business opportunities in the new trade environment. Investment proposals and prospective clients were followed-up and meetings with business clients were held.

During an European/Middle East Mission in April, staff attended the Hannover Trade Fair and met with Canadian Embassy and consulate officials to discuss specific business opportunities in Greater Hamilton, and follow-up on investment proposals. Immigrant entrepreneurs were advised of suitable prospects and encouraged to establish in the Region.

In April, staff met with steel-related, auto parts and medical/health care businesses and investors in Japan. Significant trade opportunities were identified, particulary in the specialized metal sector. An important meeting was also held with GGS Co. Ltd., the new owners of the Sheraton Hamilton Hotel.

Staff held numerous meetings with manufacturing and research firms in the Silicon Valley, California, following the University Research Parks Conference. Liaison with government officials suggest that Southern California is a viable market.

In May, following attendance at the METEC and GIFA Trade Fairs in West Germany, prospective clients in the auto parts industries were advised of the lucrative business environment in the Region. Meetings were also held with Canadian Embassy officials to identify prospective clients for the Life Sciences Business Park.

A.2.7 Client Services

Staff recorded 147 non-local inquiries and completed 16 files, resulting in the creation and/or retention of 586 jobs.

A.2.8 Approved Foreign Investments.

In 1989, GGS Co. Ltd. (Ginza Golf Services) of Tokyo infused new Japanese investment into the Region through the purchase of the Sheraton Hamilton Hotel. An international corporation, GGS owns world-wide quality hotels, deals in corporate financing, and imports/wholesales precious stones.

Seven immigrant/entrepreneurs from Europe, the Pacific Rim and the Middle East have been granted conditional visas to come to Greater Hamilton to proceed with business plans. Total investment is estimated to exceed 2.2 million. Several other immigrant/entrepreneurs are awaiting final notification from the federal government to proceed with their plans to immigrate and establish a business in the Region.

A. BUSINESS DEVELOPMENT

A.3 ATTRACT PEOPLE

The mission is to capture a greater proportion of the migrating population and encourage moves to Greater Hamilton.

A.3.1 Advertising

The Region placed the **Tale of Two Cities** ad in the Toronto Star newspaper and Moving To and About Toronto magazine to attract entrepreneurs from that key market. A direct mailing of the ad to communities west of Toronto was also undertaken in conjunction with the Toronto Fall Home Show.

The Region exhibited at the Fall Home Show in a joint promotion with the Hamilton and District Homebuilders, and Metro Hamilton Real Estate Board.

A.3.2 Presentations/ Communications

Staff attended a number of association meetings to make them aware of the services offered by this department. Presentations were made to selected members of the real estate community on the continuing development of the Region's industrial lands and the resurging downtown commercial properties.

A. BUSINESS DEVELOPMENT

A.4 FOSTER SMALL BUSINESS DEVELOPMENT

Our mission is to assist in the formation, operation and long-term viability of small business enterprises.

A.4.1 Community Small Business Centre

A comprehensive business plan was formulated to guide the establishment of the Small Business Centre. A Board of Directors representing key sectors of the Region is propelling this project.

An Order-In-Council, enabling the Region to develop and operate a community small business centre, has been received from the Ministry of Municipal Affairs. Funding for the project had been approved in the 1989/1993 Capital Budget, although revised appropriations to reflect increased costs still require Regional Council approval.

Sub-committees formed by the Board have examined many topics, including: site selection, marketing and the hiring of a General Manager. The preferred site for the facility is within the industrial business park adjacent to the Hamilton Airport.

A.4.2 Business Advisory Centre

A large proportion of small business services was undertaken on behalf of the Region by the B.A.C. in keeping with Economic Strategy objectives. The Region provided an annual operation grant of $65,000 to the Centre which was matched by the Province. Also, the Region provided accommodation for the B.A.C.

Department staff enjoyed a reciprocal referral arrangement with the B.A.C. in which start-up inquiries and small business problem solving were handled by the Centre with more complex business development requests referred to staff.

The B.A.C. reported involvement with more than 4,100 clients in 1989. Also, 19 business seminars were sponsored to assist small businesses.

A.4.3 Local Financial Community Liaison

Staff continued to liaise with Greater Hamilton's financial community (See A.6.1) on behalf and support of small businesses.

A.4.4 Client Services

Fledging entrepreneurs were counselled in areas of finance, marketing and expansion. Staff reviewed a number of business plans of these enterprises and liaised with the B.A.C. in ensuring a successful start-up.

A.4.5 Local Trade Shows

The Department participated in three local shows all with a small business orientation. (Refer A.1.4) As well as consulting with the majority of exhibitors, staff also handled enquiries from exposition visitors.

A. BUSINESS DEVELOPMENT

A.5 DEVELOPMENT AS A REGIONAL CENTRE

The mission is to increase the market service area of the Region and increase penetration of the existing local Markets for business and government services.

A.5.1 *Regional Development Projects*

Skills Training Advisory Council

Regional Council, committed to skills development and retraining, has participated in a joint venture with various local special interest groups, and the Federal and Provincial Governments to identify skills training needs of the business community and the resources available to meet these needs. The Region provided an annual $35,000 grant towards this program and assisted with the first "Skills Olympics".

Canada Steel Science and Technology Centre

An active steering committee comprised of representatives from business, education, and labour has directed developments pertaining to the proposed Steel Centre for the Region. Pursuant to the consultant's recommendation, the committee is endeavouring to incorporate the Canada Steel Science and Technology Centre within the City of Hamilton Waterfront Park. The Committee will bring the matter before the City of Hamilton Parks and Recreation Committee for consideration.

Efforts to involve the Canadian Steel Industry and general population are underway with the development of architectural renderings, a marketing video and brochure. The 1990 promotional campaign will include presentations to local and Canada-wide steel industry representatives as well as Federal, Provincial, and local governments. Active fund raising will commence in 1990. Phases I and II of the study were completed with $90,589.75 provided by the three levels of government.

Confederation Park Hotel Development

Staff have sent a marketing package to hotels, banks, investment houses and other businesses as well as placed ads in the Hamilton Spectator and Globe and Mail, requesting Hotel development proposals. Staff are assisting those interested in the project and addressing the Confederation Park Hotel and Information Centre as two separate projects in concurrence with Regional Council's direction. Current marketing conditions do not encourage investors, however, staff is pursuing proposals from interested developers.

A. BUSINESS DEVELOPMENT

Health Care and Medical Technology Business Park - PARKMED

A detailed feasibility study was completed in 1989. Phase I of a feasibility study, assessed the Region as an ideal location for a life science business park. A series of recommendations to influence development and marketing of the proposed park were presented.

Phase II of the study, evaluating specific sites within the Region, recommended the southwest quadrant of Highways 5 and 6 in Flamborough for the business park. Regional Council concurred with the aforementioned and directed staff to initiate negotiations with the landowner and develop a marketing plan for this project.

Funds to establish this project have been included in the approved capital budget industrial land development program. Construction is planned to commence in 1990.

Pacific Centre Development

The Pacific Centre Development Task Force formed by Regional Council to investigate the feasibility of establishing a Pacific Rim Centre to facilitate investment from the Pacific Rim will recommend an independent consultant to complete the study.

A.5.1 Trade Missions

Staff continued to liaise with banks, trust companies and credit unions both in and outside the Region. Specifically, staff provided statistical and demographical information to major financial institutions interested in expanding their branch network throughout this area. Staff also encouraged these organizations to expand their operations through a Regional centre. The Royal Bank of Canada, the Canadian Imperial Bank of Commerce, the Bank of Montreal and Toronto Dominion Bank maintain significant regional corporate offices in this area.

Staff have also contacted the major trust companies ie. Canada Trust, General Trust, Guaranty Trust, etc. encouraging them to expand their branch network in the newly developing industrial parks and residential areas.

These areas lack accessability to financial resources and a good opportunity exists for an aggressive financial institution to promote and develop a residential and commercial portfolio.

A. BUSINESS DEVELOPMENT

A.5.2 CAPIC/ BLUAC

Staff continued to assist and advise the Hamilton Central Area Plan Implementation committee in pursuing their mandate of updating, revising and monitoring the Central Area Plan.

The Business Land Use Advisory Committee is a City of Hamilton Planning and Development Committee. The BLUAC examined land use concerns within the City of Hamilton affecting business and advised the Planning and Development Committee on anticipated impacts. Staff sit on this committee.

A.5.3 Advertising

This activity overlaps other advertising programs.

A. BUSINESS DEVELOPMENT

A.6 ATTRACT FINANCIAL SECTOR DEVELOPMENT

The mission is to encourage financial institutions and related service industries to develop facilities within the Region.

A.6.1 Trade Missions

Staff liaised with banks, trust companies and credit unions in and outside the Region by providing statistical and demographic information to those financial institutions interested in expanding their branch network throughout this Region. Staff also encouraged these organizations to expand their operations using Greater Hamilton as their regional centre. The Royal Bank of Canada and the Canadian Imperial Bank of Commerce already maintain significant regional corporate offices in this community.

Staff has also worked closely with the Ontario Development Corporation, the Federal Business Development Bank and various government ministries which provide financial incentives for expanding and/or retaining businesses. Added emphasis was placed on the new full service and commercial branches which a number of larger financial institutions are developing. Staff advised and encouraged a reciprocal relationship to augment our economic fibre.

A.6.2 Direct Mail

The Department disseminated information to various financial institutions, planners and service agencies in the Toronto area to make them aware of the expanding business community in the Greater Hamilton Region.

A.6.3 Special Reports

A **Banking Report** is updated annually and forwarded to the Real Estate Department of selected banks and trust companies in the Metro Toronto area as well as the Montreal area. This report outlines the growth of the financial service industries in the region and has assisted various corporate bodies in deciding to expand their financial services network in Greater Hamilton.

A.6.4 Advertising

This activity overlaps with programs A.1.3 and A.2.1.

A. BUSINESS DEVELOPMENT

A.7 INDUSTRIAL LAND DEVELOPMENT

The mission is to provide business/industry with an assured supply of serviced industrial land for development.

A.7.1 Industrial-Business Park Land Sales

Six transactions, involving the sale of 5.2 acres for $329,150, were approved by Regional Council in 1989. Five sales were made in the Ancaster and one in the Stone Church Industrial parks. Three transactions were for speculative lease/sale building units and the balance were end users. Total minimum building area is expected to be 47,000 square feet, creating initially 19 new jobs.

A major sale of 43 acres to a single user for a food warehouse was also concluded. Sale price was $1,705,700.

A.7.2 Development and Construction

In late 1989, construction of services completed in the Ancaster Industrial Park Phase III and Hamilton Mountain Industrial Park No. 2, providing approximately 30 acres of serviced lots for sale.

A.7.3 Future Projects

A site for PARKMED was selected in 1989.

A special report **"Future Role For The Region in Industrial Land Development"** was prepared jointly with the Planning and Development Department and approved by Regional Council. The Report recommends continuing an active development role and outlines a series of projects and priorities.

C. N. Watson and Associates completed an **"Industrial Land Development Strategy"** study. This work, which was presented to Council, examined ten most successful business parks in Ontario to identify special policies, characteristics, and define steps the Region could take to enhance its land development program.

David Amborski, Urban Planning and Economic Consultant, was retained by the Region's Planning and Development Department to investigate **industrial development servicing strategies** for reasons similar to those noted above. The Report was presented to Council.

B. TOURISM AND CONVENTION SERVICES

B.1 TOURISM

The mission is to increase the number of visiting tourists, and the expenditure and length of their stay in the Region.

Tourism is an opportunity industry of the future with strong economic performance and promise of growth. Over 32,000 people are employed directly and indirectly in the hospitality industry in the Region.

B.1.1 Advertising

A new Tourism campaign for 1989 was established with the theme "Greater Hamilton, Take a Closer Look". The campaign featured bold visuals with headlines that drew readers into the copy. The main visual element was a child splashing into a wavepool. See Supplemental Report D.2.1 for details.

B.1.2 Support Material

Brochures which address target groups have been produced and were distributed on an ongoing basis. They include the lure brochure, "Greater Hamilton, Greater Excitement", Dining and Accommodation Guides, the Group Planners Guide for tour operators, flat maps and an Event Listing calendar.

B.1.3 Direct Sales Support

1. Tourism Awareness Week

A Front-Line Hospitality Reception was held on May 15 at the Holiday Inn for approximately 275 front-line staff - employees from hotels, restaurants, taxi companies, etc. Members of the Tourism Hospitality Industry acted as hosts. Brochures and tourism games designed by students enroled in the Hamilton Board of Education's travel/tourism program were displayed and a winner was chosen from each category. On hand to acknowledge the efforts of the front-line staff were Regional Chairman Reg Whynott and Councillor Don Ross.

2. World-Wide Postcard Promotion

As part of Tourism Awareness Week activities, the Economic Development Department offered to mail postcards anywhere in the world. The public was invited to visit a city hall, town hall or township hall and write a message to a friend or relative inviting them to visit Greater Hamilton. Many positive comments were received on this promotion.

B. TOURISM AND CONVENTION SERVICES

3. Brochure Distribution

The tourism brochure, dining and accommodation guides and flat maps were distributed at all Regional Tourist Centres, as well as major Provincial Tourist Centres, automobile clubs and selected Canadian Consulate offices located in foreign destinations. Brochures were also distributed in western New York State and southwestern Ontario by a distributing company.

4. Tourist Information Centres

Regional tourist information centres located at the Royal Botanical Gardens, African Lion Safari and Confederation Park were in operation from June 12 to September 4. The downtown centre, located at 127 King Street East, operates on year-round basis. The centre has proven helpful to visitors, convention delegates and local citizens. Visitation to these four centres was up over 30% this summer from 1988. See Supplemental Report D.2.2.

Designs for the new Tourism Information Centre at Confederation Park have been completed and approved.

5. Hospitality Training

Nine student counsellors were hired by the Department and appropriately trained to staff tourist information centres and perform other duties as needed (three counsellors were paid by a Federal SEED program, one counsellor by Festival Country and five counsellors by the Region.)

6. FamiliarizationTours

Seven familiarization tours were conducted in 1989 to showcase Greater Hamilton to tour operators and travel writers. The local hospitality industry co-operate in these ventures by providing services. See Supplemental Report D.2.3 for details.

7 Tourism Marketplaces

Staff attended 16 trade shows during 1989. Response at the marketplaces were excellent, resulting in motorcoach traffic visiting the Region in increased numbers. See Supplemental Report D.2.4 for details.

B. TOURISM AND CONVENTION SERVICES

8. Lady Hamilton Club Volunteers

The Department continued to require the support of the Lady Hamilton Club to assist servicing visitors at the downtown tourist information centre, conventions and special events. The Lady Hamilton Club members have spent over 4,000 hours this year to help our Department achieve the high level of service required by the many thousands of visitors to our Region.

9. Tourism Statistics

A tourist is defined as one who travels 25 miles or more from his/her home to visit an attraction, special event, restaurant, accommodation, etc. Based on records of tourists visiting our tourist information centres, special events, accommodations, restaurants, it can be estimated that approximately 1.5 million tourists visited the Region, generating approximately $150 million into the community.

10. A/V Presentation

A tourism audio video presentation was prepared this year outlining the attractions, accommodations, dining facilities, and events available in Greater Hamilton. This audio/visual will be extremely helpful in marketing Greater Hamilton as a tour/vacation destination to motorcoach operators and group leaders.

B. TOURISM & CONVENTION SERVICES

B.2 CONVENTIONS PROMOTION

The mission is to attract a larger share of the national, provincial and international conventions and meetings market and give good quality service to confirmed conventions to foster rebookings.

Initiatives of local members of national, provincial and international associations, along with the strong support of the local hospitality industry, namely the Royal Connaught Hotel, the Holiday Inn, the Sheraton, HECFI, McMaster Conference Services, Hamilton and District Chamber of Commerce together with our department, continued to work together in positioning Greater Hamilton solidly in the conventions market.

B.2.1 Advertising

New convention ads were developed. National ads blend with the overall campaign and featured a convention theme night. New convention ambassadors were featured in the local campaign. See Supplemental Report D.3.1 for details.

B.2.2 Direct Sales Support Programs

1. Audio Visual

The audio/visual presentation GREATER HAMILTON GREATER CONVENTIONS was updated in 1989 to include a message from Chairman Whynott, and redistributed to the three downtown hotels, the Hamilton Convention Centre, Copps Coliseum, and McMaster University Conference Services. Tapes were used extensively by this department in bid presentations and convention building efforts.

2. Brochures

Convention marketing brochures, namely the "**Attitude**" Convention Kit, the "**Greater Excitement**" lure brochure, the accommodation and dining guides and the "**Be A Convention Ambassador**" brochure were used in bidding for conventions, direct mailings, response to prospective client inquiries and special promotions and servicing.

B. TOURISM AND CONVENTION SERVICES

3. Newsletter

Four Tourism and Convention Services **SKYLINE** newsletters were issued in 1989. Included in it were convention related articles of interest as well as information on upcoming conventions, including the C.S.A.E. Annual Convention, and details of conventions already held. Publications were distributed to representatives of the local hospitality industry, Provincial and Federal tourism agencies and to over 300 selected association executives.

4. Data Bank

In 1988, the enormous task of inputting paper files of Provincial, National and International Associations into a computer was undertaken. This process has continued during 1989. In addition, files continue to be updated and qualified as bonafide leads. Computerized listings enable staff to work efficiently and effectively in soliciting convention business by providing current information, qualified mailing lists and targeted market reports.

5. Convention Ambassador Awards Reception

The Annual Convention Ambassador Awards Reception/Banquet was held for the third year to acknowledge local citizens who were instrumental in convincing their Association to hold a future convention in Greater Hamilton.

Certificates were awarded to approximately 120 local citizens in recognition of their outstanding contribution to the hospitality industry.

A mini marketplace, featuring local businesses and associations who service conventions, was held as part of the Convention Ambassador Reception .

The Reception Banquet and Awards Ceremonies were made possible through the co-operative efforts of the Sheraton, Royal Connaught Hotel, Holiday Inn, HECFI, the City of Hamilton, Hamilton and District Chamber of Commerce and the Region's Economic Development Department.

B. TOURISM AND CONVENTION SERVICES

6. Convention Attendance Building

Attendance building promotions were handled by local committees, assisted by our office with brochures, portable displays, and promotional mementos. See Supplemental Report D.3.2 .

Staff was involved in attendance building at conventions, providing promotional items, custom-designed displays and banners. See Supplemental Report D.3.3. for details.

7. Convention Servicing

In 1989, Convention Services assisted 192 Associations holding their convention in the Region, bringing in approximately 65,200 delegates. It was estimated that 55,000 visitors attended special conferences, e.g. Watchtower Society.

Visitor information booths were set up at the Convention Centre, downtown hotels and McMaster University to provide convention delegates with brochures, maps and general information on the area.

Convention planners were assisted with partner programs, tours, theme nights, media arrangements, transportation assistance, day care for delegate families, computer registration programs, grant application requests, audio/visual, slide presentations, promotional literature requests, etc.

The following conventions requested our assistance for housing delegates at their conference in 1989:

1. Society of Ontario Veterinarians, January, 900 delegates
2. Ontario Liberal Party, March/April, 1,200 delegates
3. World Conference on Co-operative Education, August, 1,500 delegates
4. Credit Union Central of Ontario, March 1990 (housing started in October 1989), 2,000 delegates

Servicing staff, with assistance from the Systems Department, initiated and developed a computerized housing program. This will enable the Department to keep tighter control on hotel room blocks during the housing process as well as provide a detailed breakdown of rooming lists. Staff has worked closely with the Reservations/Sales teams of all hotels involved.

Airport welcoming assistance was provided to:

1. Canadian Home Builders Association
2. World Conference on Co-operative Education
3. Canadian Parks and Recreation Association

Shuttle bus and/or bus passes were arranged for several associations holding their Convention in the Region. See Supplemental Report D.3.4 for details.

Familiarization tours were undertaken for the following Associations who have already booked their Convention in Hamilton:

1. Holstein Association of Canada
2. Ontario Automobile Dealers Association
3. Ontario Municipal Social Services Association

The Ministry of Tourism and Recreation (on behalf of the Canadian Embassy in London, England) requested our assistance in providing a British writer with a site inspection of our convention and meeting facilities, attractions and services the Region provides to meeting planners.

B.2.3 Direct Sales Programs

1. Convention Bidding

Bids submitted in 1989	47
Successful Bids	32
Unsuccessful Bids	8
Bids Outstanding	5
Secured from previous bids	2
Total Conventions Awarded to date in 1989	**34**

Although Visitor and Convention Services have assisted in preparing bids initiated by groups within the Region, the following bids are those initiated and completed by our department. See Supplemental Report D.3.5. for details.

2. Site Inspections

Twenty-eight site inspections of our Region's convention facilities, hotels and area attractions were held during 1989. Association Executives were invited to meet with representatives of the Department and hospitality industry to see what Greater Hamilton could offer their conference. See Supplemental Report D.3.6 for list.

B.2.4 Association Marketplaces

Departmental staff attended four significant Convention Marketplaces to market Greater Hamilton as a Convention destination.

1. International Association of Convention and Visitors Bureau (IACVB), Washington - February 23 - 25

Entitled "Destinations Showcase '89 - A Site Selection Supermarket" and sponsored by IACVB, this marketplace/ tradeshow featured convention bureaus and centres and exhibit facilities an opportunity to showcase their convention facilities to almost 500 meeting planners and association executives. Leads were generated and continue to be followed up.

2. American Society of Association Executives (ASAE), Cincinnati, Ohio - March 11 - 15

Co-sponsored by the Ministry of Tourism and Recreation and Tourism Canada, this promotion was attended by over 2,500 delegates, mainly American meeting planners. Inquiries were received about accommodation/meeting facilities in Greater Hamilton.

3. Canadian Society of Association Executives (CSAE), Winnipeg, August 23 - 26

The Canadian Society of Association Executive's Annual Convention, held in Winnipeg, provided access to more than 450 Canadian association executives and meeting planners. This tremendous exposure enhanced the Department's efforts in marketing the Region as a convention destination and provided an excellent opportunity to promote Greater Hamilton as the site for next year's CSAE Annual Conference.

4. Ontario Convention and Visitors Association (OCVA), Toronto, October 5

A fall Marketplace sponsored by the Ontario Convention and Visitors Association was held October 5 in Toronto. Approximately 100 meeting planners and association executives representing National and Provincial Associations were in attendance. Leads generated at this marketplace were qualified and followed up. Two staff of the Department were accompanied by sales representatives from the Sheraton Hotel, the Royal Connaught Hotel, the Hamilton Convention Centre and Carmen's Banquet and Convention Centre.

B.2.5 Professional Development

Staff attended the following professional associations conferences to obtain necessary credits towards industry certification while networking with colleagues with similar job responsibilities.

- Association of Convention Operations Managers
  Anaheim, California, January 5 - 7
- Ontario Convention & Visitors Association
  Sudbury, Ontario, March 28 - 30
- International Association of Visitor and Convention Bureaux's 1989 Educational Symposium in Birmingham, Alabama, February 11 - 14.

During the year, a staff member was elected to the Board of Directors of the Ontario Convention and Visitors Association to serve a two year term.

B.2.6 1989 Convention Statistics

Indicators	1988	1989
No. of Conventions	156*	187
No. of Delegates	60,000	65,400
No. of Spectators	160,000	52,200
$ generated in Community	$127,050,000	$132,498,000

* These numbers do not represent all convention activity in Greater Hamilton - only those conventions serviced by or reported to this department are recorded in these statistics.

B. TOURISM AND CONVENTIONS SERVICES

B.3 SPECIAL EVENTS

The mission is to increase tourism and local spending via the creation or attraction of arts, cultural, sporting and entertainment type events and provide promotional and technical assistance to existing events.

B.3.1 1989 Special Events

1. Festivals of Winter (February 1 - 10, 1989)

For the second year, Mardi-Gras and Winterfest shared volunteers, venues, advertising and promotion to successfully host these events. It was the first time the two combined names and promoted themselves under the umbrella name "Festivals of Winter". A joint press conference, opening ceremonies and selection of a Queen introduced the new organization. Attendance, estimated about 3,000, was high for the Mardi-Gras side of the Festival. For the third year, the weather did not co-operate for outdoor events. However, organizers were prepared and estimated total attendance at 15,000.

2. Maria Santissima Del Monte Festival (June 10 - 11, 1989)

The Racamutese community of Greater Hamilton recreated an ancient Italian festival at St. Mary's Elementary School grounds on McNab Street North, Hamilton . Tasty Italian food, marching bands, choirs, orchestras, folk dancers and a religious procession were featured. The event, which attracted approximately 23,000 people including visitors from New York State, Pittsburgh, Toronto, St. Catharines and Welland, finished with a spectacular fireworks display. Organizers anticipate this will become an annual festival.

3. Airport Days (June 10 - 11, 1989)

Staff assisted the Airport Committee in developing a reception to enhance the awareness of Hamilton Airport and its services and encourage more frequent use by local business people and travellers. The program consisted of two individual events. The first targeted local travel agents encouraging them to book more business clients through the airport. The second event encouraged local citizens to utilize the facility. Approximately 7,000 people attended both events.

B. TOURISM AND CONVENTIONS SERVICES

4. Boris Brott Summer Music Festival (July 13 - 29, 1989)

The sounds and pageantry of the second annual Summer Music Festival came to the Region last summer. Residents were delighted with free concerts at Gage and Battlefield Parks. Hot jazz performances at the Art Gallery of Hamilton and Dundas Town Hall and Bob McGrath of Sesame Street entertained at Dundas Driving Park. Ancaster's Redeemer College and Hamilton's Cathedral of Christ the King were venues for Brott's version of "Beethovenfest". This event is striving to achieve for Greater Hamilton what the Shaw and Stratford Festivals have for Niagara-on-the-Lake and Stratford. This event attracted to the Region approximately 50,000 people.

5. International Olympic Committee Reception (August 24, 1989)

The Region co-sponsored a reception with the Government of Canada and the City of Hamilton at the Hamilton Airport for the International Olympic Committee. Its purpose was to assist the Toronto Ontario Olympic Committee in making the IOC members aware of facilities in nearby cities which could be utilized should Toronto win the 1996 Olympic Games.

6. Greater Hamilton Day at the C.N.E. (August 23, 1989)

The Regional Economic Development Department co-ordinated a show of 21 exhibitors, 35 local entertainers and a special Canadian Football Hall of Fame Grey Cup exhibit. This event, co-sponsored by the Ministry of Municipal Affairs, is to make people aware of the heritage, culture and quality of life which exist in Greater Hamilton. Members of the local radio, TV and newspapers both participate in and covered the event.

7. Aquarama Feasibility Study (November 1989)

Phase I of the Feasibility Study for a major water related event called Aquarama was presented to Committee and subsequently passed by Council. The report indicated that there is strong support and sufficient interest to continue to Phase II which will develop a working plan and establish a working committee.

8. World Marching Band Review.

The Feasibility Study for this event was started in 1989 and will be computed in 1990.

B. TOURISM AND CONVENTIONS SERVICES

B.3.2 Special Events Groups

Organizations that benefitted from a variety of services provided by the Economic Development Department include:

- Festival of Friends
- Spectator Indoor Games
- Winter Festival of Friends
- Earthsong
- Cari Can Festival
- Summer Music Games
- The Mum Show
- Boris Brott Summer Music Festival
- Hamilton Tiger Cat Football Club
- Hamilton Steelers Soccer Club
- Hamilton Redbirds Baseball Team
- Miss Hamilton Pageant
- Downtown Promenade B.I.A.
- Business Advisory Council
- Tour Du Canada (formerly Niagara Classic)
- Hamilton Airport Days
- Hamilton International Air Show
- It's Your Festival
- Christmas Fantasy - Hamilton Civic Hospital Foundation
- YWCA 100th Anniversary Kickoff
- Industry Education Council Symposium
- Maria Santissima Del Monte Festival
- Hamilton Marathon
- Canadian Parks and Recreation Association Conference
- International Ice Hockey Federation
- Ontario Hockey League
- Dukes of Hamilton Hockey Club
- Festitalia
- Toronto Ontario Olympic Council
- Festivals Ontario
- Canadian Association of Festivals and Events
- Germania Club 125th Year Celebrations
- Greater Hamilton Mardi Gras Association
- Steel City Oktoberfest
- International Mardi Gras Society
- Stoney Creek Winona Peach Festival
- Ancaster Heritage Days
- Dundas Cactus Festival
- Dundas Kit Festival
- Hamilton Region Conservation Authority
- Ancaster Fair
- Binbrook Fair
- Heritage Theatre Productions

B. TOURISM AND CONVENTIONS SERVICES

B.3.3 Promotion of Events '89

Special events staff inform residents, visitors and potential visitors of as many events taking place within the Region. This was accomplished in a variety of ways.

1. Distribution information provided by event organizers through Regionally and Provincially operated tourist information centres as well as the various high traffic centres (i.e. auto clubs, hotels, attractions).

2. Production and regular up-date of annual calendar of events for distribution to local and bordering U.S. media, tourist centres, attractions, events organizers.

3. Major events listing in several publications issued by the department, i.e. Skyline "Events Update", Trade Show Lure Brochures, "Major Events".

4. Production of monthly Calendar of Events ads and flyers during prime tourist season - May, June, July, August and September. Due to the number of quality events taking place and the number of conference visitors, an additional ad was provided for the months of November and December.

5. Pre-recorded telephone message listing weekly events ("The Event Line") available 24 hours at no cost to local (416) area residents.

6. Promotion and advertising the "Event Line" phone number 522-7772 in the Hamilton-Wentworth telephone book, SKYLINE newsletter, selected newspaper and magazine ads, tourism sign boards, pixel boards on Main and Catherine Streets and King and Tisdale Streets, local McDonald's Restaurant trayliners (during tourist season).

7. Placement of ads in local, regional and bordering U.S. newspapers.

8. Feature articles regarding events in quarterly SKYLINE newsletter and distributed to editors of national and international trade magazines.

9. Direct mail promotions.

10. Preparation of public service announcements.

11. Radio advertising.

12. Attendance at marketplaces and tradeshows.

B. TOURISM AND CONVENTIONS SERVICES

B.3.4 Tourism Task Force

A recommendation for the restructure and development of a Tourism Task Force was approved by Council during this year. The Task Force mandate was to prepare a report regarding matters dealing with effective marketing of the Region to tourists and convention association executives.

Members of the "Tourism Task Force" as appointed by Regional Council were:

1. Harry Perell, Perell Travel Centre
2. Freda Cureton, Ancaster Old Mill Inn
3. Mary Dow, The Society of Management Accountants of Canada
4. Anne Van Dyk, Chautaqua Airlines, Hamilton Airport
5. Lorne Wesley Kenyon, Manager, Club 67 Banquet Centre
6. Kathy Drewitt, Hamilton & District Chamber of Commerce
7. Joan E. Bell, Director of Programs Services, Hamilton Regional Conservation Authority
8. Matthew T. Costanza, Director of Sales, The Royal Connaught Hotel
9. Albert Kergl, President/Owner, Holiday Juice; President, Steel City Oktoberfest & Mardi Gras
10. Councillor Don Ross, Chairman, Economic Development and Planning Committee

The Task Force report was submitted and received by the Economic Development and Planning Committee.

B. TOURISM AND CONVENTIONS SERVICES

B.3.5 Proposed Major Special Events

Regional Council authorized the Department to undertake a feasibility study of two major special events.

1. Aquarama or Aquatennial

This event entails the establishment of a major water festival incorporating the Region's natural harbour location on Lake Ontario and various conservation areas.

2. World Marching Band Review Competition

An event that will bring together the sights, sounds and pageantry from around the world.

This study will address the type of activities, venues, causes for celebration, organizing committee structure, budget required, possible funding sources, programs and timing of the event. In order to properly conduct the study, staff will research existing similar festivals and events.

C. ADMINISTRATION

The mission is to provide appropriate support staff, staff training and equipment to facilitate a well organized and efficient operation of Tourism and Conventions Services and Business Development.

C.1 Staff Positions

Four new positions were added to the Departmental staff complement, as per Council approval and Regional procedures.

The position of Conventions Sales Officer was created to promote Greater Hamilton as a Convention and Meeting destination through special promotions and direct sales efforts at marketplaces and through direct sales calls.

The position of Tourist Information Officer was created to ensure the efficient operation of the Region's Downtown Tourist Information Centre and Summer Tourist Centres and thereby increase tourism awareness in the Region.

A stenographer and a receptionist were added to the administration staff complement to meet the increased client demands and to improve the quality of service to the public, as well as bettering the image of the Region.

Close co-operation was maintained with the Human Resources Department particularly in the areas of Personnel procedures, Health and Safety and Regional policies.

C.2 Operating Budget

The projected net expenditure for the 1989 Economic Development Current Budget totalled $2,321,000. Disbursement of funds were kept very close to the allocated budgets as outlined in the 1989 Marketing Plan.

Increases in gross expenditures over the budget estimate were due to Council directed programs including; "Tale of Two Cities" Brochure, Pixelboard Advertising, Japan Market Development; Pacific Centre Feasibility Study and Technology Transfer Study. An increase in revenues was due to additional grants from the Ministry of Culture and Communications and the Ministry of Tourism and an increase in sales of Business Directories.

Close co-operation was maintained with the Finance and Purchasing Departments regarding payroll, purchase requisitions and monitoring of expenditures.

C. ADMINISTRATION

C.3 *Office Relocation*

The Department has completed an orderly move to a new location providing much improved office space on James Street, right at the heart of the business central core area. The new office provides a higher standard of working environment, functional layout and the latest in office equipment, thus boosting staff moral and contributing to lower absenteeism, as well as higher productivity and output.

A new telephone system is now in place which offers unlimited flexibility in the number of lines according to Regional standard. This system will provide closer control of the telephone service account.

C.4 *Office Equipment*

In an effort to maximize efficiency in communication, maintaining records and information retrieval and to reflect a more professional image for presentations and correspondence, the Department has acquired Personal Computers and Laser Printers to replace its word processing system.

C.5 *Educational Seminars*

Regional in-house seminars attended included WordPerfect 5.0, Lotus 1-2-3, Effective Public Speaking, Effective Writing, Administrative Time and Stress, Problem Solving and Facilitating and Communication and Motivation.

C.6 *Professional Development*

Staff members attended Years I and II and Seminars of the Economic Development Program through the University of Waterloo. This program, which leads to a Certificate in Economic Development, is designed to provide information and skills utilized in the daily function of the Economic Development Department.

Additional areas of study by staff include Accounting, Economics, Marketing, French Language and Social Sciences.

Staff participated in the Ontario Industrial Development Council/Ministry of Industry, Trade and Technology Annual Meeting in Toronto, as well as OIDC Meetings in Stratford, Chatham, Georgina and Niagara-on-the-Lake.

Tourism and Conventions staff attended Seminars in the areas of marketing and convention services, presented by the International Association of Convention and Visitors Bureau in Birmingham, Alabama and the ASAE in Chicago, Illinois.

ECONOMIC DEVELOPMENT
DEPARTMENT

D. SUPPLEMENTAL REPORT

D. SUPPLEMENTAL REPORT

D.1. BUSINESS DEVELOPMENT

D.1.1 New Business Locations

Company Name	Product/Service	Jobs
Activation Laboratories Ltd.*	Analysis	4
Acumechanical Ltd.	Mechanical contracting	5
Almer Contracting Ltd.	Builder	6
Annulus Inc.	Switches	7
Apex Storage Systems*	Commercial shelving	23
ATA Property Management	Property management	2
Autofeed Corp*	Feeder systems	8
Auto-Genics	Automotive repair	5
B & E Contracting Ltd.	General contractor	5
Bapco Ltd*.	Building products	5
Canrep Morse	Industrial Products	4
Capco Inc.	Consulting	2
Caruso's Art Gallery	Art gallery	3
Classic Lifestyles Ltd.	Home Renovating	3
Classic Screen Display	Screen Printing	2
Coat-All Plastics Ltd.	Power painting	3
Complete Kitchen & Interiors	Kitchen cabinets	5
Compugard Systems Ltd*	Fire alarms	2
Concord Mechanical Ltd*	Heating/cooling	8
Easy-Vac Ltd.	Vacuum systems	4
Elite Security Ltd.	Private security	60
Equity Centre	Financial services	5
Fine Analysis Laboratories	chemical analysis	3
Fire Safe International Inc.	Fire retardant products	6
GGS Co. Ltd*	Sheraton Hamilton Hotel	N/A
Golder & Associates*	Medical products	7
Graphic Access Ltd.	Printing	12
H.Bernard & Company*	Aluminum smelting	30
Hamilton Execu Share Ltd.	Executive business centre	5
Healy Contracting Ltd.	Builder	7
Helmar Management Ltd.*	Engineering	7
Industrial Feeder Systems*	Industrial systems	10
Loomis Armoured Car Ltd.*	Security service	17
Lynkor Hamilton Inc.	Machinery fabricators	2
Marc-Anthony Limousine Ltd.	Limousine service	10
McCulloch Office Systems	Shelving	5
Mister Transmission	Transmission repair	4
Murray TV Ltd.	Repair	4
North West Electric	Electrical contractor	8
Ontario Centre for Automotive Parts & Technology*	Consultants	11
Ower Operators Mutual Co-op Inc.	Insurance	4
P.A.C.T.*	Clinical trial study	3
P.J.'s Automated Lawn Sprinklers	Automated sprinkler systems	12
Power Computers Ltd.	Personal computers	5
Prime Cut Food Services*	Wholesale meats	20
Service Letter Shop Inc.	Printing	9

D. SUPPLEMENTAL REPORT

Company Name	Product/Service	Jobs
Shenango Inc. (Canada Ingot Mold)*+	Ingot moulds	(185)
Stobor Inc.	Binary patch systems	5
Sutton Realty Ltd.	Real Estate	17
Tab'n Ad Inc.	Advertising	6
Taresdor Industries Ltd.	Custom doors	3
The Shoe Outlet	Wholesale/retail shoes	6
Thruway Muffler	Muffler repari	3
Tidy-Car Service	Automotive cleaning	3
Transport Canada Inc.*	Government	100
Ultrapage Ltd.*	Paging service	5
Wonder Floors Ltd.	Installations	3
Yogi Branch	Pharmaceutical	10
Total	61 Companies	533

* Companies from outside the Region
+ Jobs retained

D. SUPPLEMENTAL REPORT

D. 1.2 Expanded/ Retained/ Relocated

Company Name	Product/Service	Jobs
Adria Refrigeration Ltd.	Air conditioning	2
Advanced Welding & Mfg. Ltd.	Welding/fabricators	5
Agro, Zaffiro, Parente et al	Law firm	40
Aldon Investments Ltd.	Wholesale meats	2
A.M.A. Roofing Ltd.	Roofing contractor	25
Ashenhurst, Nouwens ltd.	Surveyors/engineers	25
Avon Engineering ltd.	Structural Steel	10
B & M Machine Shop Ltd.	Machine shop	8
Barton Metal Works Ltd.	Machine shop	75
Bear Automotive ltd.	Auto repair	8
Bell Technical Services ltd.	Mobile telephone	12
Bella Pasta Inc. (Mtn.)	Paste manufacturers	10
Blunt Business Forms	Printing services	5
Bomber Manufacturing Ltd.	Clothing	60
Boston Metal Works Ltd.	Machine shop	75
Canada Post Corp.+	Postal services	(300)
Canada Trust Realty Ltd.	Real estate broker	10
Canadian Drawn Steel	Steel centre	135
Canadian Tire & Signal Inc.	Sales/services time clocks	4
Cardon Celcom Inc.	Mobile phones	3
Cloke & Son	Stationery sales	125
Complete Roofing Inc.	Roofers	3
D.A. Warring & Sons Ltd.*	Wholesale eggs distributor	11
Dominion Fluid Power Ltd.	Hydraulics	7
Dr. J. Fabrizio	Dental services	5
Dunn Realty Corp.	Real estate broker	4
Elite Security	Security service	60
Ferrone Construction Ltd.	Siding contractor	10
Fox Refrigeration Ltd.	Colling systems	10
Giammichele Electric Ltd.	Contractor	6
Grisdale Enterprises Ltd.	Fiberglass	6
Hamilton Freight Service Ltd.	Cartage	7
Hamilton Monogram & Embroidery Ltd.	Printing	5
Hamilton Prokleen Mtce. & Flooring	Commercial cleaning	39
Hilec Incorporated	Rubber coatins	4
Hot Off The Press Printing Ltd.	Printing	3
HydroFlex Ltd.	Pumps/hydraulics	16
King Glass Ltd.	Commercial glass sales	6
Mastroluisi, Pettinelli	Accountants	11
McMullen Haulage Ltd.	Landscaping	20
Mechanical Drywall Systems Inc.	Drywall installations	16
Medigas Ltd.	Compressed gas	23
Mickey-Clair Drywall Ltd.	Drywall contractor	19
Northstar Dynamics Ltd.	Machine calbration	14
N.R.S. Harbour Realty Inc.	Real estate broker	7
Ontario Auto Collision	Auto body repair	7
Promark Printing ltd.	Printing	34
Promold Corp.	Plastic molds	5
Quality Sales & Installation	Replacement windows	10

D. SUPPLEMENTAL REPORT

Company Name	Product/Service	Jobs
Rainbow Aluminum Products	Aluminum services	7
Rayma Bakery Ltd.	Wholesale baked goods	7
Roadsport Prestige Motors Ltd.	Automotive sales	5
Roto Static Inc.	Janitorial services	4
Royal Glass & Mirror Ltd.	Installers	4
Saab Industries Ltd.	Machine shop	5
Sergio's Custom Cabinets	Cabinets	12
Simmons Gun Shop	Retail fire airms	4
Skrob Manufacturing Ltd.	Machine shope	3
Staib Investments Ltd.	Land development	12
Star Van Systems	Custom vans	15
Stelco Inc.	Steel	225
Stoney Creek Furniture Inc.	Retail furniture	12
Southwestern Hose Products	Industrial hoses	3
Taresdor Industries	Custom door maker	3
Tripemco Ltd.	Insurance brokerage	11
Uniglove Services Ltd.	Glove cleaning	5
Upper James Toyota Ltd.	Car dealer	5
Weld-Tech Products Ltd.	Welding products	5
Video Europa	Foreign film rentals	2
Expaned/Retained	1,356 + 2. retained 300 + 1. retained 185	
Total		1,841

+ Jobs retained

D. SUPPLEMENTAL REPORT

D.1.3 Economic Indicators

TABLE 1

Regional Population Growth1979-89

Municipality	1979	1982	1984	1986	1988
Hamilton	306,538	308,102	306,258	306,728	309,679
Ancaster	14,107	14,733	14,762	17,264	20,404
Dundas	19,266	19,699	19,738	20,081	20,950
Stoney Creek	33,896	37,481	40,552	43,554	45,908
Flamborough	24,017	24,575	24,624	26,142	27,688
Glanbrook	9,934	9,585	8,635	9,592	9,494
Greater Hamilton	407,758	410,045	414,175	421,264	434,123
Avg. Annual Change	272	2,287	2,065	2,363	2,734
Avg. Annual % Change	.07%	.56%	.50%	.57%	.65%

Source: Ministry of Revenue, Assessment Services Division and Hamilton-Wentworth Economic Development Department.

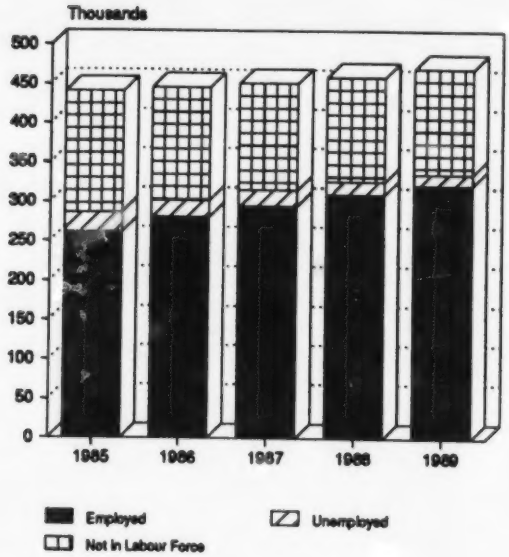
TABLE 2

Labour Force Summary 1985-1989

Indicator	1985	1986	1987	1988	1989
Population15 Yrs. Plus	441,000	445,000	451,000	458,000	471,000
Active Labour Force	287,000	302,000	315,000	321,000	336,000
Employed	262,000	281,000	295,000	303,000	322,000
Unemployed	25,000	21,000	20,000	18,000	14,000
Not in Labour Force	154,000	143,000	136,000	136,000	134000
Participation Rate	65.1%	67.8%	69.8%	70.3%	71.5%
Unemployment Rate Av.	8.7%	6.9%	6.3%	5.8%	5.1%

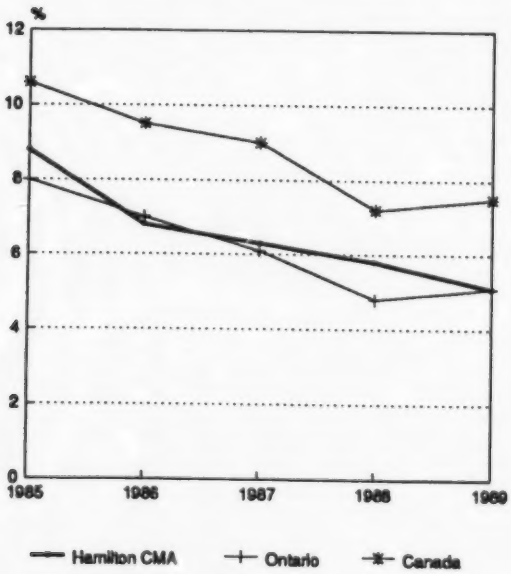
Source: Statistics Canada.

Hamilton CMA Labour Force
1985- 1989



Graph 3

Unemployment Rate
Hamilton CMA, Ontario, and Canada



Graph 4

D. SUPPLEMENTAL REPORT

TABLE 3

Building Permits By Sector

Indication	1985	1986	1987	1988	1989
Industrial	113,351,600	182,194,554	83,507,207	41,380,073	46,239,554*
Commercial	28,569,900	53,980,418	87,180,260	59,520,391	101,107,256
Residential	164,438,900	212,201,464	309,013,253	330,436,171	382,967,333
Institutional	29,271,300	97,583,078	43,035,325	57,785,616	81,369,424
Total Value	339,631,100	545,959,514	522,736,044	489,122,251	611,683,567

Source: Area Municipality Building Departments, 1989.
**Hamilton report to November 30, 1989.*

TABLE 4

Building Permits By Municipality 1989

Place	Industrial	Commerc'l	Institut'l	Resident'l	Total
Hamilton	26,020,254	84,271,961	55,138,024	190,282,628	355,712,867*
Stoney Creek	13,327,500	4,990,000	17,957,500	71,264,000*	107,539,500
Flamborough	3,306,300	4,680,000	813,000	35,741,867	44,541,167
Dundas	0	3,139,545	355,000	28,538,661	32,033,206
Ancaster	2,000,500	3,950,750	5,639,900	49,590,577	61,181,727
Glanbrook	1,585,000	75,000	1,466,000	7,549,100	10,675,100
REGION	46,239,554	101,107,256	81,369,424	382,967,333	611,683,567

Source: Area Municipality Building Departments, 1989.
** Hamilton report to November 30, 1989.*

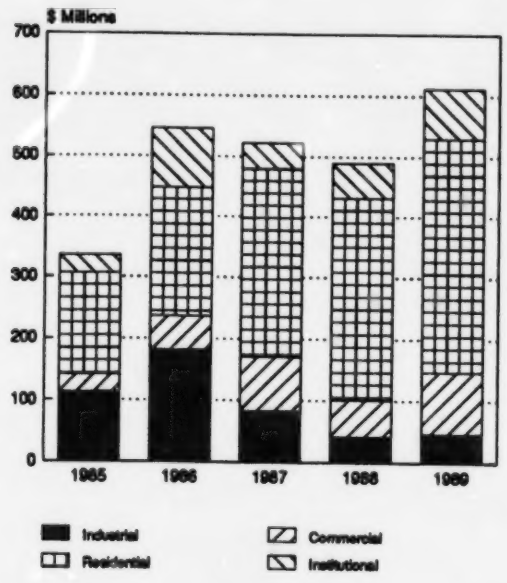
TABLE 5

Municipal Industrial Park Sales 1989

Area	Transaction	Acres	Value ($0-00)	Avg/Acr ($000)
Ancaster	5	.3	268.0	62.3
Hamilton Mountain #1 & 3	1	43.5	1,705.2	39.2
Rymal Estates #1	0	0	0	0
Stone Church	1	.9	61.2	67.9
Total	7	48.7	2,034.4	41.8
Region	.6	5.2	329.2	63.3
City of Hamilton	1	43.5	1,705.2	39.2

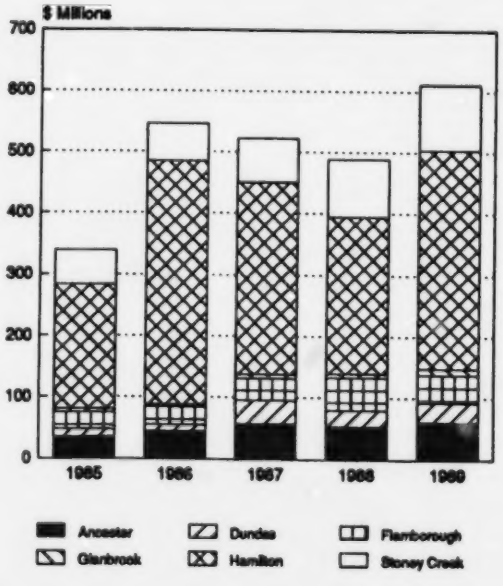
Source: Economic Development Department and City of Hamilton Real Estate Department, 1989.

Building Permits by Sector



Graph 5

Regional Building Permit Totals



Graph 6

D. SUPPLEMENTAL REPORT

TABLE 6

Publicly-Owned Industrial Land Sales 1988

Indicators	1985	1986	1987	1988	1989
Transactions (Total No.)	13	28	76	34	7
Acres Sold Total	14.14	37.60	112.25	39.08	48.71
Value of Sales ($000)	780.7	2,248.5	5,723.3	2,596.0	2,034.4
Av. cost/acre ($000)	55.20	59.80	51.88	66.4	41.8

Source: Economic Development Department and City of Hamilton Real Estate Department, 1989.

TABLE 7

Business Development Inquiries

Indicator	1985	1986	1987	1988	1989	5 Year Total
Inquiries	301	190	361	753	476	1,781
Completions	29	54	100	92	127	402

Source: Economic Development Department, 1986-1989.

TABLE 8

Residential Real Estate Activity

Indicators	1985	1986	1987	1988	1989
Listings (Total)	20,983	21,950	25,571	26,785	28,318
Sales (Total)	9,109	11,396	11,392	13,810	12,439
Volume ($Millions)	886.4	1,162.1	1,331.3	1,900.9	2,095.5

Source: Metropolitan Hamilton Real Estate Board Housing Market Reports, and Economic Development Department.

D. SUPPLEMENTAL

TABLE 9

Hamilton-Wentworth Housing Starts

Municipality	1985	1986	1987	1988	1989
Ancaster	291	433	265	194	251
Dundas	112	64	133	94	208
Flamborough	179	298	272	126	212
Glanbrook	25	27	22	2	36
amilton	1,008	1,254	1,311	689	1,665
Stoney Creek	537	522	294	237	676
Greater Hamilton	2,151	1,907	3,155	2,907	3,048

Source: Canada Mortgage and Housing Corporation, 1989.

TABLE 10

Bankruptcies

Type	1985	1986	1987	1988	1989
Business	143	77	64	53	90
Consumer	444	359	487	322	590

Source: Consumer and Corporate Affairs, 1985-1989.

TABLE 11

Regional Welfare Assistance

Avg./Month	1985	1986	1987	1988	1989
Beneficiaries	12,555	11,411	11,264	10,348	10,167
Caseload	7,702	6,614	6,009	5,542	5,000
Ratio of Persons/Case	1.63	1.72	1.88	1.88	1.70
Beneficiaries as % of Population	2.98	2.66	2.65	2.41	2.15

Source: Hamilton-Wentworth Region Social Services Department.

D. SUPPLEMENTAL REPORT

TABLE 12

Canadian Bond Rating 1984-1989

Indicator	1985	1986	1987	1988	1989
Rating	AA+	AAA-	AAA-	AAA	AAA

Source: Finance Department.

TABLE 13

Regional Assessment ($Millions)

Indicator	1985	1986	1987	1988	1989
Residental	744	760	779	802	828
Commercial	488	492	498	504	522
Total	1,232	1,252	1,277	1,306	1,350
% Commercial	39.6	39.3	39.0	38.6	38.7

Source: Finance Department, 1989.

D. SUPPLEMENTAL REPORT

2. TOURISM

D.2.1 Advertising

Local Market

Media	Details	Date
Radio	CKOC, CKLH, CKDS	May
	CHML, CHAM - 216 X 30's	June
Brabant Visitors Guide	1 page, 4 col. -"Splash"	Annual
Hotel Directories	1 page, 4 col. -"Welcome"	Annual
Electromedia	2 signs - "Events Line"	June
Spectator	Tourism Awareness Week Ad.	May
	July Events Ad	June
	Special Event "Racalmutese"	June

Extended Market

Media	Details	Date
Buffalo News	150,000 inserts - "Splash"	May
Pittsburgh Press	100,000 inserts - "Splash"	May
Leisureways	1 page, 4 col. - "Splash"	June

D.2.2 Visitor Statistics from Information Centres

Information Centre	1989	1988
African Lion Safari	7,828	2,986
Confederation Park	5,850	6,194
Downtown	4,677	4,178
Royal Botanical Gardens	7,530	4,509
	25,885	17,867

Origin of Visitors	1989	1988
Canada	14,400	9,924
U.S.A.	7,045	6,196
Other	4,440	1,747

There was a large increase in visitors from other Southern Ontario locations as well as an increase in international visitors.

D. SUPPLEMENTAL REPORT

D.2.3 Familiarization Tours

1. ***Lakefront Trailways Familiarization Tour***
   January 16 - 18, 1989 (group leaders and tour operators)

This tour of 45 group leaders from the Cleveland area stayed at the Sheraton and visited many Regional attractions, restaurants and the Geritol Follies during their 3 day visit. The company has subsequently booked a number of tours to our Region.

2. ***Attractions Ontario Post Convention Fam Tour***
   February 6 - 7, 1989 (travel trade)

Co-sponsored by the Ontario Ministry of Tourism and Recreation, 42 tour operators and tourism officials stayed at the Royal Connaught Hotel, had lunch at the Old Salzburg Restaurant and participated in a tour of our Region. They were impressed with Greater Hamilton.

3. ***Nationair Trade Press Visit***
   March 17 - 21, 1989 (travel writers)

This tour was for six travel writers from the U.K. - brought to Hamilton by Nationair to visit sites in the Region during their four day stay, accompanied by our staff. They were extremely impressed with our Region, attractions, hotels and restaurants.

4. ***Mrs. Pauline Roy, Voyages Jocelyne Cote (1988) Inc.***
   Cap-de-la-Madeleine, Quebec (tour operator)

On May 9, Pauline Roy visited our area at the invitation of Mayor Morrow, for a site inspection of the facilities in Hamilton for group tours. She was very pleased with our area and hopes to extend her Niagara Falls tours to include Hamilton.

5. Nationair Trade Press Fam Tour
June 9 - 12, 1989 (media representatives)

On June 9, Nationair brought eight representatives of major news media from Britain. This tour was co-sponsored by the Ontario Government, the local hospitality industry and Nationair to familiarize media personnel with the attractions in our Region. These writers were very pleased with our Regional attractions, airport facilities and will subsequently be producing articles for their respective papers.

6. Midstate Travel, Oneida, New York
October 23 - 24, 1989 (group leaders and tour operators)

This tour of 43 group leaders and three tour operators visited Greater Hamilton prior to attending the Ontario Motorcoach Convention. They stayed at the Holiday Inn, visited Dundurn Castle and participated in a tour of our Region. They were very impressed with Greater Hamilton.

7. Onondaga Coach Lines, Auburn, New York
October 24 - 25, 1989 (group leaders and tour operators)

This tour of 43 group leaders and two tour operators visited Hamilton on a post-convention tour from O.M.C.A. They stayed at the Royal Connaught Hotel, had dinner at Ancaster Old Mill Inn, visited Dundurn Castle and enjoyed a sightseeing tour of the Region. This company indicated a number of tours to our Region in 1990.

D.2.4 Tourism Marketplaces

1. Empire Trailways, Rochester N.Y.
January 4 - 5, 1989 (Alexander Tour and Travel)
Motorcoach marketplace to promote Greater Hamilton to 400 group leaders from Buffalo, Rochester and Syracuse by way of timed appointments. A very productive marketplace.

2. Ministry of Tourism and Recreation-Sponsored Market Blitz
California, January 16 - 20, 1989

To promote Greater Hamilton to hundreds of tour operators and group leaders in the Los Angeles/San Francisco area. We were accompanied by Canada Coach and the Royal Connaught Hotel and the response was very good. Considerable business has been booked from this sales blitz.

D. SUPPLEMENTAL REPORT

3. Attractions Ontario Marketplace, Kitchener, Ontario
February 7 - 7, 1989

Over 750 tour operators and group leaders attended. Joining us were representatives of Hamilton Historic Sites, Canadian Warplane Heritage Museum, African Lion Safari, Ancaster Old Mill Inn and Canada Coach. Greater Hamilton hosted a reception prior to the dinner, as the 1990 marketplace will be held in Hamilton. Leads were distributed to tourism partners.

4. Tourism Canada Michigan-Detroit-Grand Rapids-Flint, Michigan
March 5 - 8, 1989

Consumer and travel trade. Approximately 8,000 attending. Sponsored by Canadian Consulate Detroit.

5. Tourism Canada - New York
March 14 - 16, 1989

To promote Greater Hamilton to approximately 900 travel agents and group leaders Buffalo, Rochester, Binghampton and Syracuse, N.Y. Sponsored by Canadian Consulate Buffalo. Many groups booking as a result of this marketplace.

6. Travel Expo - Rochester, N.Y.
March 29 - 31, 1989

Over 100 major tour operators and 2,000 group leaders attended. The "Greater Hamilton Booth" attracted tremendous interest. The facilities represented at this marketplace were Art Gallery of Hamilton, The Hamilton Philharmonic Orchestra, Ancaster Old Mill Inn, Canadian Warplane Heritage Museum, Mount Hamilton Banquet Centre, Hamilton Historic Sites, Hamilton Region Conservation Authority, African Lion Safari, Royal Connaught Hotel, Sheraton Hamilton and the Holiday Inn.

7. Pennsylvania Bus Association
April 4 - 5, 1989

Harrisburgh, PA - promoting Greater Hamilton to 800 group leaders representing 35 motorcoaches throughout the state of Pennsylvania.

8. Rendez-vous Canada - Vancouver, B.C. (World-wide Travel Trade)
April 16 - 19, 1989

To promote our Region to tour operators and buyers from international locations by participating in timed appointments. A follow-up mailing has been done and leads supplied to our tourism partners.

9. I.T.B. - Berlin
March 4 - 9, 1989

(Co-sponsored by Tourism Canada and the Ministry of Tourism and Recreation).

Staff accompanied by Councillor Don Ross and staff of Canada Coach Lines promoted Greater Hamilton at this International Tourism Exchange. Our ideal location, competitive hotel rates, Fun Trek Tours and the recent announcement of Nationair offering scheduled service to Brussels (a mere 1 1/2 hours drive to West Germany, Holland, and Northern France borders) bode well with the numerous inquiries received at our booth. We received visits from the Canadian Ambassador and the Mayor of Berlin and, as well, we received coverage from an International Trade Magazine.

10. Japan Promotion
April 6 - 13, 1989

Staff accompanied Mayor Morrow and a city delegation to Tokyo and Fukuyama for the purpose of promoting Greater Hamilton as a destination for Japanese tourists now making their way to Southern Ontario in increasing numbers. With the assistance of the Provincial Government coupled with the presence of Mayor Morrow, a large number of Tour Operators, Travel Agents and news media attended our promotion and subsequently resulted in many worthy leads being generated. Staff also met with the new owners of the Sheraton who have demonstrated their willingness to assist us in attracting a share of this lucrative market.

D. SUPPLEMENTAL REPORT

11. Brussels Promotion
May 7 - 11, 1989

In co-operation with Nationair, the Region led a delegation of representatives from Regional Council, the media, local hotels, Chamber of Commerce and staff of Hamilton Airport, Economic Development and Transportation departments to Brussels to promote the new scheduled air link. The delegation met with the Mayor of Brussels, the Canadian Embassy Trade Commissioner and more than 100 members of the tour and travel business. Many business opportunities were realized.

12. Tourism Canada - New York
September 26 - 28, 1989

To promote Greater Hamilton to approximately 900 travel agents and group leaders at fall marketplaces in Buffalo, Rochester and Syracuse, N.Y. (Sponsored by Canadian Consulate - Buffalo).

13 Shortline Travel Show - Mahivoh, N.J. and
Binghampton, N.Y.
October 17-18, 1989

Over than 500 group leaders attended these one day marketplaces.

14. Ontario Motorcoach Association, Toronto
October 24-26, 1989

Promoting Greater Hamilton to approximately 500 participants throughout Ontario by way of timed appointments.

15. World Travel Market - London, U.K.
Nov. 27 - Dec. 1, 1989

To promote Greater Hamilton, in co-operation with local receptive operators and hotel establishments to over 30,000 travel agents.

D. SUPPLEMENTAL REPORT

16. American Bus Association, Orlando, Fla.
Dec. 4-7, 1989

To promote Greater Hamilton to hundreds of tour operators from throughout North America by way of timed appointments. This year, as one of the Top 100 Events in North America, the Hamilton International Airshow was recognized at this conference.

D. SUPPLEMENTAL REPORT

D.3 CONVENTIONS

D.3.1 Advertising

Local Market

Media	Details	Date
Transit Shelters	13 Shelters (3 Ambassadors)	June
CKDS	18 x 30's	May, June
CHML	18 x 30's	May, June

Extended Market

Media	Details	Dat
Association Executive	1 page, 4 col.-"Kick"	Feb., April June
En Route	1 page, 4 col.-"Kick"	May
Meeting & Incentive Travel	1 page, 4 col.-"Kick"	April
Travelling on Business Travel	1 page, 4 col.-"Kick"	April, May

D.3.2 Attendance Building

1. Mardi Gras, Las Vegas, January
2. Mardi Gras, Regina, January
3. Christian Booksellers, most Provinces, February
4. National Council of Teachers of Mathematics, Grand Rapids, March
5. Canadian Orthopaedic Nurses, Edmonton, March
6. Alzheimer Society of Canada, Vancouver, April
7. Polymer Processing, Japan, April
8. Canadian Holstein Association, Quebec City, April
9. National Council of Teachers of Mathematics, Ottawa, May
10. Financial Executives Institute, Montreal, May
11. Canadian Society of Civil Engineering, St. John's, N.F., June
12. Crimestoppers, London, June
13. Society of Ontario Veterinarians, Ottawa, July
14. Public Safety & Communication Officers, Nevada, July

15. Canadian Circulation Managers, Moncton, September
16. Credit Union Central, Toronto, September
17. Insurance Brokers of Ontario, Toronto, October
18. Rotary Zone II Institute, Victoria, November
19. Council for Exception Children, Sault Ste. Marie, November
20. Certified General Accountants of Ontario, Toronto, November

D.3.3 Promotional Assistance

1. Attractions Ontario, Kitchener, February
2. Credit Union Central of Ontario, Toronto, March
3. National Council of Teachers of Mathematics, Orlando, April
4. Ontario Business Improvement Area Association, Sault Ste. Marie, May
5. Design & Technology Teachers of Ontario, Toronto, May
6. Appraisal Institute of Canada, Montreal, June
7. Ontario Municipal Social Services Association, Windsor, June
8. Purchasing Management Association of Canada, Calgary, June
9. Building Officials & Code Administrators, Illinois, June
10. Canadian Society of Association Executives, Winnipeg, August
11. Crimestoppers International, Albuquerque, September
12. Ontario Society of Medical Technologists, Kitchener, September
13. Attractions Ontario, Toronto, October

D.3.4 Shuttle Bus Assistance

1. Society of Ontario Veterinarians
2. Canadian Home Builders Association
3. Ontario Liberal Party
4. Rotary District 709
5. Rotary District 712
6. Canadian Centre for Occupational Health and Safety
7. National Council of Ghanaian Canadians
8. Ahepa Family Convention
9. Polish Singers Alliance of America
10. War Pensioners of Canada Hamilton Branch
11. Institute of Chartered Accountants of Ontario
12. Canadian Association of Municipal Administraters
13. Royal Canadian College of Organists
14. Christian Booksellers Association
15. Canadian Parks and Recreation
16. World Conference on Co-operative Education
17. Ont. Advisory Council on Multiculturism & Citizenship

18. British North America Philatelic Society
19. Canadian Office Machine Dealers Association
20. International Joint Commission on Water Quality

D.3.5 Convention Bidding

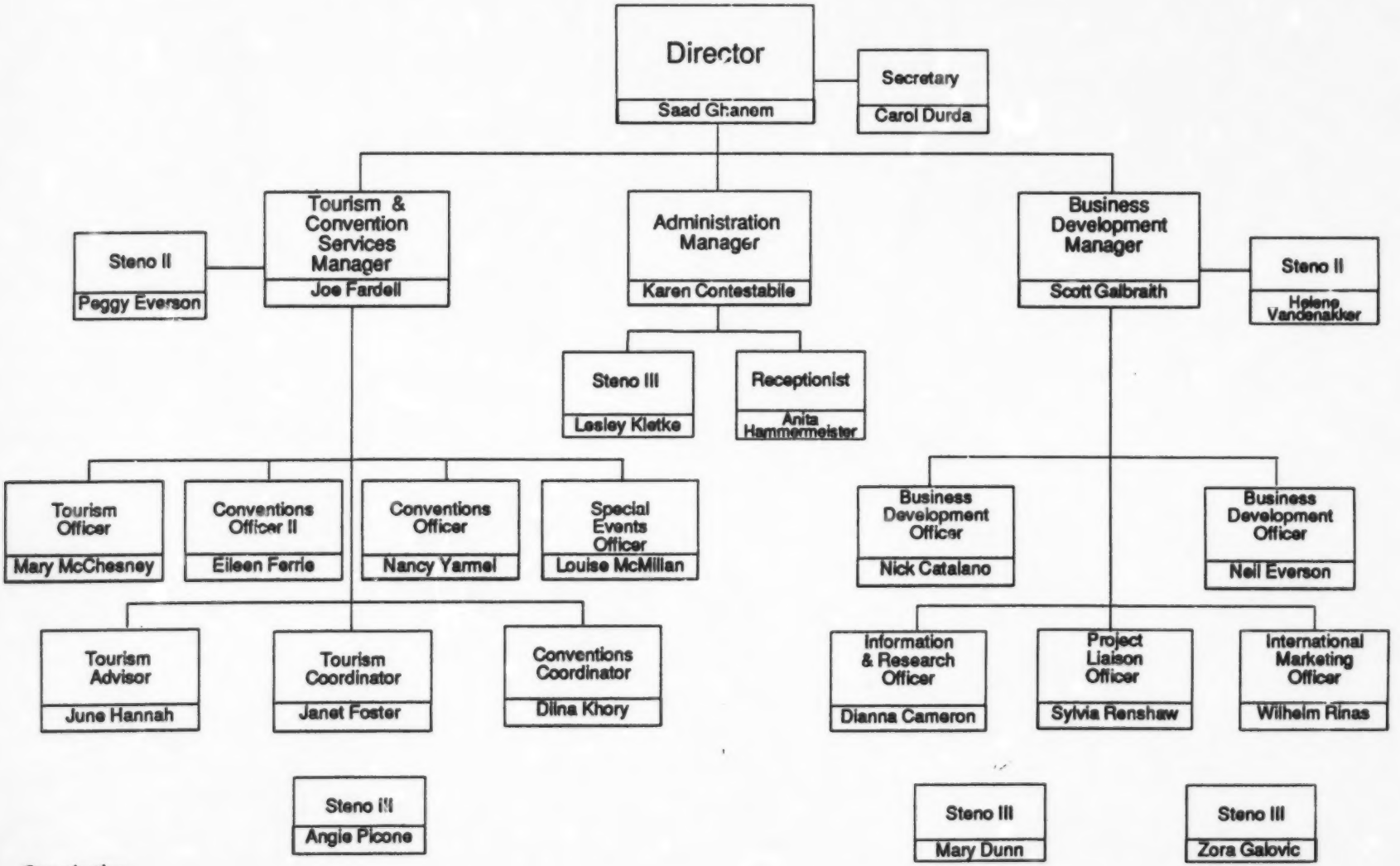
1. Co-operative Housing Federation of Canada
2. Decus Canada
3. Canadian Chambers of Commerce
4. Memorial Cup
5. Landscape Ontario
6. National Urban Core Support Network Conference
7. First Special Service Force Association
8. Ministry of Agriculture & Food Division C
9. Ontario Public School Teachers Federation
10. North American Dobis Libus Users Group
11. Electrical Hydro Inspectors Annual Conference
12. Ontario Marina Operators Association
13. Canadian Food Service Executives
14. Canadian Association of Radiologists
15. Ontario Physiotherapy Association
16. The Joint Conference of Meals on Wheels of Ontario, Ontario Home Support Association and Ontario Association of Visiting Homemaker Services
17. Alternate Dispute Resolution
18. Ontario Psychiatric Critical Care
19. Coffee Break Story Time
20. Canadian Hospital Infection Control Association
21. Association of Public Safety Communications Officers
22. Canadian Waterwell and Hydrology Exposition and Convention
23. Sertoma International
24. Commonwealth Pharmaceutical
25. Ontario Plowmen's Association
26. All Allied Airborne Associations Reunion
27. Ontario Young Liberals
28. American Academy of Forensic Sciences Annual Conference
29. International Order of the Alahambra
30. Rotary District 715
31. Canadian Pharmaceutical Association
32. Ontario Business Improvement Area Association
33. Alcoholics Anonymous General Service Forum
34. Motels Ontario Association
35. World Judo Championships
36. PAN AM Judo Championships
37. Digital Equipment User Society
38. Canadian Organization of Campus Activities
39. Industrial Developers Association of Canada

40. Canadian Association for Pastoral Education
41. University Association of Emergency Medicine
42. Ontario Public Health Association
43. Ontario Municipal Social Services Association
44. Liberal Party of Canada Leadership Convention
45. Meeting Planners International Regional Conference
46. Canadian Country Music Association
47. Ontario Association of Homes & Services for Seniors

D.3.6 Site Inspections

1. Canadian Pharmaceutical Association
2. Sertoma International
3. Canadian Holstein Association
4. Canadian Association of Speech-Language Pathologists and Audiologists
5. Commonwealth Pharmaceutical Association
6. Ontario Business Improvement Area Association
7. PBX Telecommunicators
8. All Allied Airborne
9. Order of the Alahambra
10. Rotary District 715
11. Ontario Municipal Social Services Association
12. Meeting Expectations
13. Ontario Music Educators Association
14. Canadian Organization of Campus Activities
15. International Joint Commission
16. Ontario Association of School Business Officials
17. National Network of Urban Core
18. Landscape Ontario
19. The Joint Conference of Meals on Wheels of Ontario, Ontario Home Support Association and Ontario Association of Visiting Homemaker Services
20. American Foundrymen Society
21. Canadian Chambers of Commerce
22. Co-operative Housing Federation of Canada
23. North American Dobis Libus Users Groups
24. Ontario Marina Operators Association
25. Alternative Dispute Resolution
26. Association of Liberal Congregations
27. Canadian Organizations of Campus Activities
28. Canadian Food Services Executives

Economic Development Department



Organization Chart
December, 1989